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CAR AND LIGHT TRUCK FLEET AND LEASING MANAGEMENT MAGAZINE

October 1991
VOL. 30, NO. 12

Influencing the management of 5,072,000 cars and 2,209,000 light trucks and vans in business, leasing, rental, utility, government, police, and taxi fleets.

***Page 22**—The 1992 Ford Taurus has received an all-new interior, standard driver-side air bag, and an optional passenger-side air bag.*

***Page 106**—Mosler Inc.'s light-duty trucks have reduced the company's need for larger units.*

***On the Cover**—The Cadillac Seville (top) and Eldorado (bottom) have been completely redesigned. Pictured are Peter Gerosa (left), general sales and service manager, and Dave John (right), director of fleet and leasing. See page 22.*

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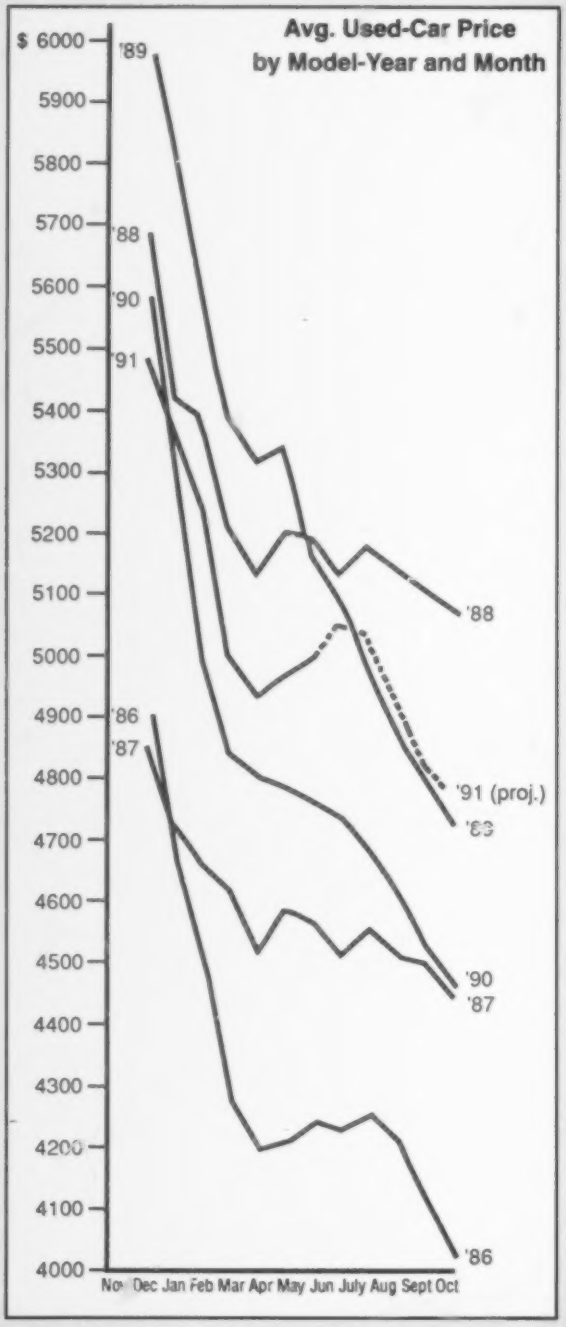
Used-Car Price History

Presented are used-car prices as a percent of new-car cost and an analysis of the resale market from 1986 to 1992.

Model Year	New-Car Avg. Cost / Used-Car Avg. Value / Percent Relation	
1992 (proj.)	$ 11,900 $ 5,235 41%	As the economy begins to improve during the new model-year, car sales will increase. Trade-ins will create an abundant supply of used vehicles and subsequent lower values. However, attractive accessories will make a vehicle with high mileage saleable.
1991	$ 11,658 $ 4,998 42.9%	Flat new-car pricing suppressed used-car values. The Middle East conflict raised doubts in consumers early in the model-year which further depressed values. Success in the Persian Gulf spurred consumer confidence, but generally poor economic conditions continued to stall the sale of new vehicles. These two countervailing forces did increase the demand for used vehicles causing the values to rebound.
1990	$ 11.595 $ 4,920 42.4%	Price resistance to high mileage vehicles continued to escalate. Manufacturers' pricing and rebate programs kept used-car values generally low. However, vehicles with additional accessories and moderate mileage sold well. The volume of used-rental vehicles for sale helped depress the early market of used cars. Slow new-car sales and the lack of trade-ins helped spur the spring rebound.
1989	$ 10,940 $ 5,401 49.3%	The lack of significant new-car price adjustment has had a flattering effect on used-car market values. Well-equipped cars with lower mileage were able to stand above the market.
1988	$ 10,378 $ 5,106 49.2%	Even though the factors that strangled the market for the past three years were still present, the market did show some strength toward year end.
1987	$ 9,815 $ 4,588 46.7%	The used-car market began to show some modest strength with the weakening of new-car sales. However, continued below-market factory new-car financing and federal odometer law enforcement continued to impact late model, high mileage used-vehicle values.
1986	$ 9,657 $ 4,575 47.4%	Four factors—modest new-car price increases, factory rebates and finance incentives, extended new-car financing, and federal odometer law enforcement—had a negative impact on the used-car market.



The graph represents the weighted average price of vehicles sold during the model year shown. The used-vehicle prices utilized to develop this graph are based on AMR wholesale clean condition values of a composite of two-year-old cars with normal fleet equipment and 50,000 miles (10 percent full-size, 60 percent intermediate-size, and 30 percent compact or mini-size.)

Chart courtesy of Enterprise. *Copyright 1991.*

The Secret to Effective Fleet Truck Management

Managers of smaller fleets can learn from truck procedures and practices used by larger fleets. In addition, passenger car expertise can assist managers assuming light-truck fleet management for the first time.

How does managing a fleet of Class 1-5 trucks, or a mixed fleet of cars and trucks, compare with managing a 100 percent passenger car fleet? There isn't one simple answer. Companies have changing truck requirements and applications over time. Truck specification and truck equipment available to fill these needs also change constantly. With changing regulations for how trucks may or may not be used, along with frequent fluctuations in truck economics (such as fuel prices, used vehicle values, and interest rates), it should be evident that the best answer for any fleet operating trucks is to have a knowledgeable truck professional close at hand.

Fortunately, the essentials of managing a truck fleet aren't too hard to visualize—the skill of execution is what makes the difference. Fleet passenger car experience is a good start.

Trucks are Business Tools

Look upon trucks as business tools. Like any tool, a truck must be chosen properly for the job, given prescribed maintenance, and replaced when it no longer earns its keep. Although the lifetime of an average truck is about 14 years, seldom do fleets find it economically attractive to keep trucks that long. Trucks lose dependability as time and mileage take their toll, and at some point should be replaced before they no longer economically fulfill their mission.

The firm that prides itself on providing prompt delivery or prompt appearance of a service vehicle needs more than dependable trucks with competent drivers; these vehicles must be well directed. The key to service with firms such as Federal Express is not how fast their drivers can weave through traffic, but knowing where they are and when they will arrive where they are going. Today's sophisticated computer and radio equipment makes it possible to assure overnight service anywhere.

Some fleets prefer to use smaller vehicles to make service calls, and to place more reliance on intelligent dispatching. Computer analysis can reduce on-board inventories of parts

1991-Model Year Midyear Fleet Truck Registrations

This chart illustrates the current composition of the fleet truck market. Knowing which types of trucks are being utilized by other fleets can help a truck fleet manager make effective decisions and discern industry trends.

and tools, make more effective use of service technicians' time, and assure more constant loading of each truck.

Trucks as a Marketing Tool

Your company trucks can and do make statements about what kind of firm you are, what you do, how to reach you, and how important you seem to be in the market. Some companies treat the entire truck as a rolling billboard, with supergraphics all around. Other firms prefer to understate their presence. Both approaches have their adherents —compare the highly visible graphics used by Federal Express with the more conservative identification on United Parcel Service trucks. Often a firm will prefer not to identify its company cars, but have a full identification program for its trucks. As a truck fleet manager, you should have inputs to the decision, particularly as an ID program relates to cost. Although truck makers often will paint special colors on fleet orders, the trend is in the direction of applying paint or identification decals to standard colors, notably white. Decals simplify damage repairs, can usually be applied by less skilled personnel, and have more uniformity. Importantly, when you're through with your trucks, you don't want to have your ID showing on whatever the next owner might use them for.

A word about what your competitors are doing. Your firm doesn't operate in a vacuum—it competes with others. Be on the lookout for your competitors trying to snatch market share from you by way of their truck fleet. High visibility graphics, distinctive trim, and other extra cost items may not look good on computer printouts, but they might be a deliberate effort to upstage you with your customers. Small firms, and owner-operators in particular, often try to show up plain Jane "company fleets" in this manner.

Right Truck, Wrong Location

Some other issues also affect proper truck selection. For instance, what's right for Miami in terms of truck selection probably needs rethinking for Minneapolis. Trucks banging around the loading docks need more rub rails and grille guards than a rural route truck. Arizona trucks need a lot of cooling capacity. Grade retarders aren't much help in midtown Manhattan, but extend brake life in areas with long downgrades. Truck fleet managers should know these things, regardless of where their home office may be.

State and municipal jurisdictions enter the picture in a big way. You need to learn about license plate reciprocity if you operate across state lines. For more than a decade California has mandated emission controls more stringent than other states, to the point where some engine/transmission combinations offered in other states are not available to

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California operators. More regulations are coming, so look ahead, and plan ahead.

How Much Management is Needed

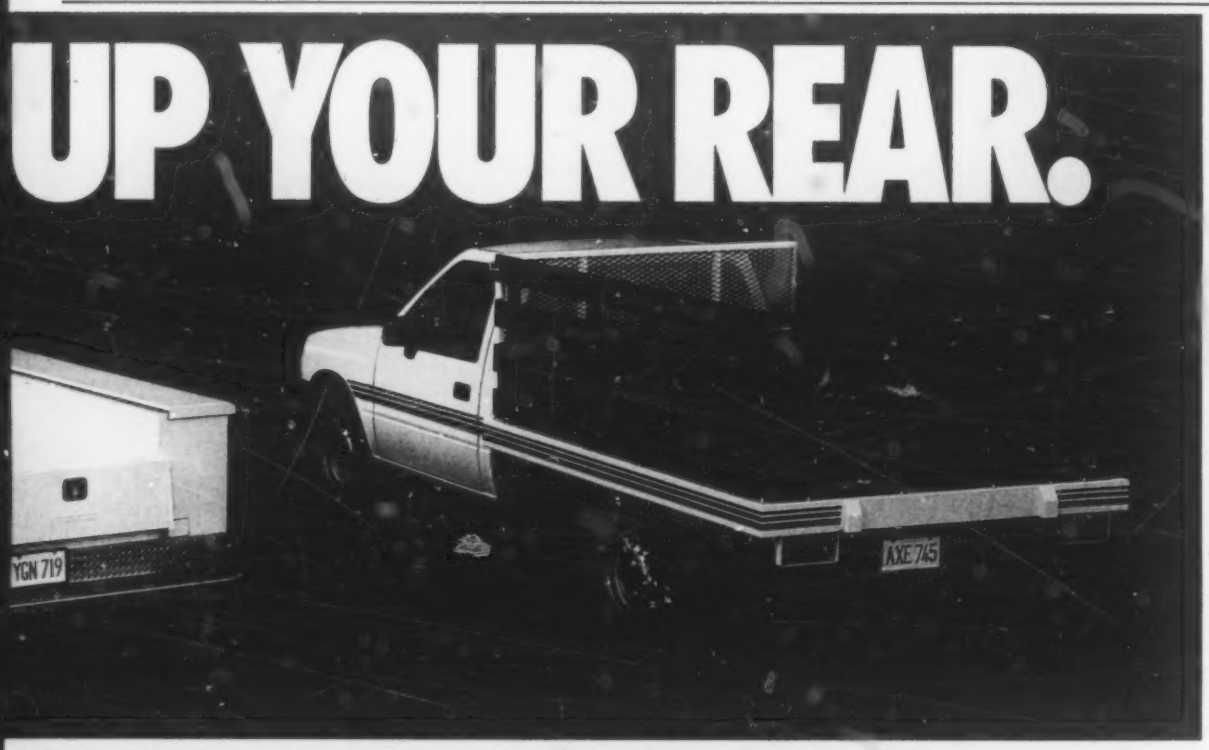
The essence of good management is knowing when to say "Yes", as well as when to say "No". It wasn't too many years ago that intercity trucking was a weak competitor to the extensive network of railroads in this country. But we now know that years of railroad managements saying "No" to needed maintenance and improvements, and the public insisting "Yes" for an Interstate Highway System have turned this competitive situation around. Fortunately, truck makers and truck fleet operators have also said "Yes" at the right times, and fleet productivity has continued to climb.

A truck fleet manager has a research and development hat of sorts to wear—he or she can't simply mandate use of smaller trucks in the same way [illegible] fleet manager can downsize a fl[illegible]s cars to meet budget constraints. Tom Pfingst, Chevrolet Division fleet operations man-

Conveying the desired professional image to its customers and to the public has long been a goal of fleet managers. From the beginning, sign painters have lettered, numbered, and decorated trucks to the point of being works of art. Truck makers, too, have catered to fleet desires for company colors, a privilege not extended to individual truck buyers.

In recent years decals have been developed that will last the life of paint, from standard numbers and letters for individual application, to intricate designs covering large areas. Up to quite recently such decals were only available to large fleets, but as described in *Automotive Fleet* (January 1991) Sun Art Decals, of Cleveland OH has set out to serve the needs of smaller fleets as well. The key to smaller quantity production is the use of CAD/CAM systems that digitize the design on a computer, which can then generate that design in any size, in any quantity, and at any time. Thus, a company wishing to update all its trucks with a new phone number can refer to the original design, and make replacement decals as needed.

Decals can usually be removed by using a heat gun and solvents; should that fail, a sander will finish the job. Installation and removal does not require special skills, although surface preparation is important to control in any installation.



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ager, stresses that today's most insightful fleet managers are rethinking their truck utilization practices, to the point of asking manufacturers to develop trucks that don't now exist. Some prototypes have been built, and are being tried out in actual fleet operations. It's a win-win situation, in which all fleets will ultimately benefit from pioneering efforts of some very talented fleet managers.

Some things a truck fleet manager has to consider apply generally; others are specific to the firm. For example, all managers have to deal with departmental budgeting, fleet policy execution (and hopefully development), preventive maintenance, garaging, fueling, washing, identification application, recordkeeping, replacement criteria, and so forth. Within each firm, the fleet manager must conform to established accounting procedures, personnel policies, specific policies regarding in-house or outside servicing, kinds of tasks each vehicle will perform, and more. Truck fleet managers generally spend less of their time than car counterparts working on accommodating comfort and convenience requests, and more of their time making sure that the right body configuration, springs, tires, engines, gear ratios, and special work equipment are selected, and that all keep in good working order.

As with passenger cars, there must be a plan for truck replacement, and decisions for disposal methods. Selector lists can simplify the task of choosing cars, but truck fleet managers should be more open to consider different makes. Wheelbase and engine size of fleet passenger cars are sometimes determined by rank of the user; for trucks, wheelbase, and power are determined by the job to be done.

A word of advice to those contemplating in-house servicing: large fleets may keep an inventory of spare parts, and perform centralized servicing in off-hours to keep vehicles on the road. Smaller fleets may wish to do the same, but make sure you consider all the hidden costs of running your own service operation. Today's trucks have more electronics, necessitating investment in special test equipment. Full-time employees are inevitably covered by the same company benefit programs as other workers. You need supervision to run maintenance shops—you don't want to leave ex-

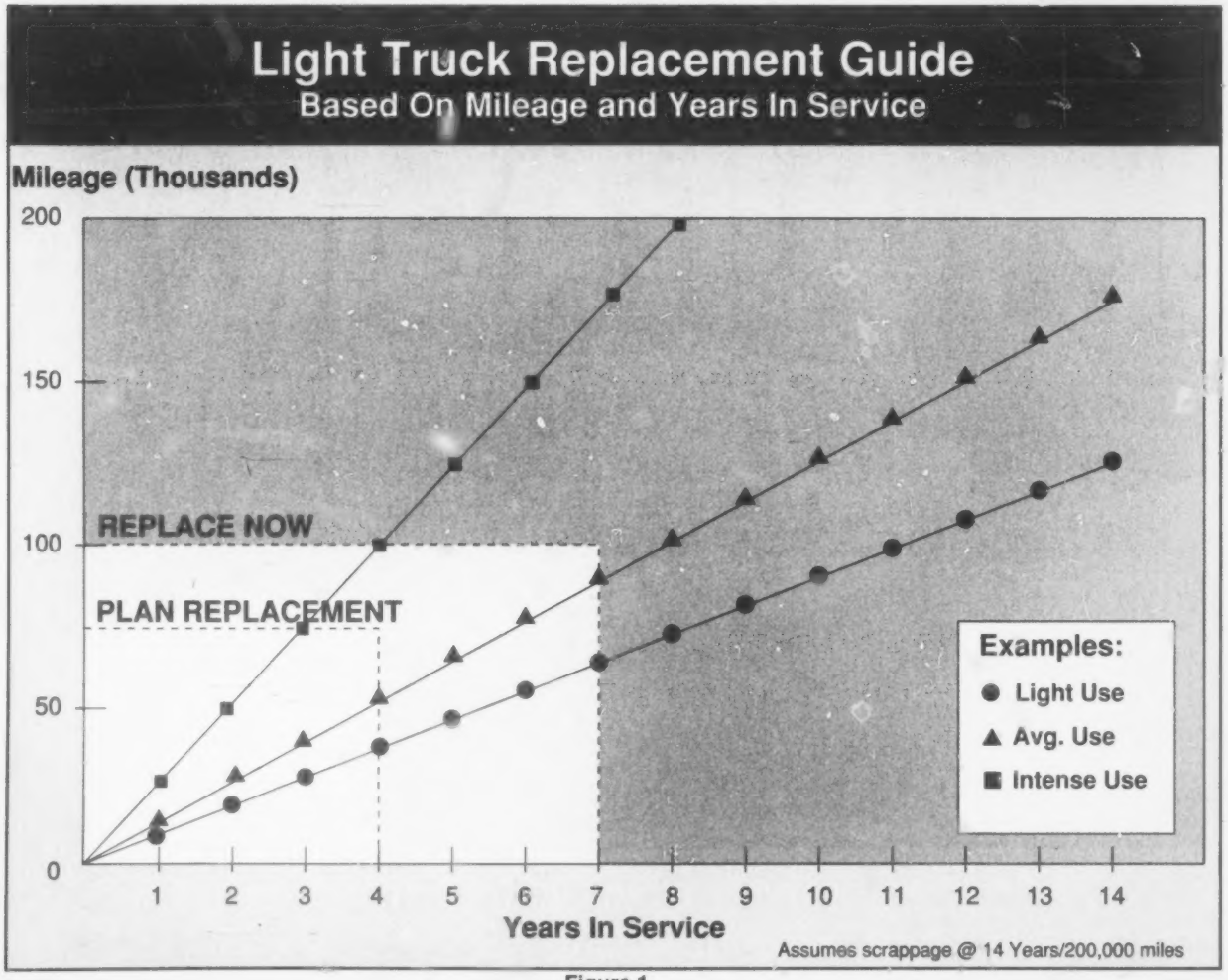

Figure 1.

Fleet managers can help their firms in many ways, as the experience of Mosler Inc. in Hamilton, OH, illustrates. Mosler's business requires some 140 passenger cars and 950 trucks to sell and service its safes and security systems. Glenn Dinkheller, manager fleet and facilities, was able to refine fleet specifications to allow use of smaller trucks. Larger trucks are still used to deliver heavy safes, which require substantial moving dollies and lifting apparatus, but service needs are now largely handled by compact, 1/2, and 3/4-ton pickups and vans.

Vehicles are spec'ed to handle worst case loads, and in practice carry about 80 percent of their load capacity at all times. Such loading permits fine tuning of vehicles for markets where six-cylinder engines are used except for trailering applications and hilly areas, when V-8's get the call.

Trucks and vans are amortized at 2 1/4 percent per month, so after three years when about 80 percent is written off, and when vehicles hit 75,000 miles, Dinkheller starts looking closely at replacement before major engine work is needed. In Mosler's operation, new light-duty trucks are routed to an upfitter for shelving/utility body additions, as well as for decal application. With today's more corrosion resistant materials, the only trucks now receiving undercoating are those for Hawaii, where the combination of humid salt air and low mileage lengthen Mosler's time of ownership.

These light-duty trucks have reduced Mosler Inc.'s dependance on larger units.

(Continued from page110.)

pensive parts untended—they have been known to sprout wings. Some fleets are rethinking their use of selling dealers for service, despite past misgivings. As warranties get longer, it becomes more necessary to show evidence to selling dealers that proper maintenance was always performed on a failed component.

Replacement Cycle Analyses

A truck fleet manager must develop criteria for optimizing replacement cycles of different types of trucks in the fleet. Group 1-5 trucks are the work horses of many fleets, but similar trucks may be used quite differently. For example, where trucks drive to the job, stay parked for long periods, and have low annual mileage, they might retain acceptable dependability for seven to eight years. Other group 1-5 trucks might run up high mileage and may have to be rebuilt after two to three years, and replaced in five to six years. These applications are where diesel power has made strong inroads, and where the fleet manager needs to think of long-term cost, not

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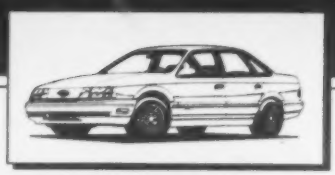

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just initial price.

Useful service life is a function of job application more than anything else. It is important to keep the kind of records that can identify the increasing costs of maintenance as each truck adds mileage, and how much down time is incurred.

A simplified light-duty replacement guide is shown in Figure 1. This example presumes a light truck should be reviewed for replacement at five years, or 75,000 miles—whichever occurs first. It further presumes the fleet user is taking unnecessary risks when relying on vehicles with over seven years or 100,000 miles. These presumptions could easily be modified to fit your own experience, of course. The example also illustrates expected lifetime service to be 14 years or 200,000 miles, which is about right for all trucks, including those in personal usage.

On the graph are plotted three truck histories—low, average, and high mileage applications. One can trace when each truck enters the "Plan Replacement" zone, and at what point each truck would be replaced without further delay.

Other lines could also be added to this graphic presentation to show terms of manufacturer's bumper-to-bumper warranties, emission system warranties, or applicable depreciation schedules. Also, several computer programs have been prepared by major leasing companies to assist in planning replacement cycles.

Few businesses are immune to business cycle ups and downs; fleet managers have to learn to adjust replacement plans accordingly. Tight belt operations are the norm in industry today, and sometimes shortcuts creep in. Cannibalization of unused trucks may get you through temporarily in a recession, but be prepared for the rush when business picks up—you may have trouble explaining why so many trucks that ran well last year are cripples today. The least you can do is keep good records of where your fleet stands at all times, and what to do when your

firm's trucking needs increase.

In addition to everything else, there are times when accidents happen, and a decision may have to be made regarding early replacement. Insurance companies sometimes do it for you, when they refuse to pay for collision repairs in excess of policy limits. But catastrophes don't always involve covered risks. Sometimes a vehicle suffers a major breakdown outside of warranty provisions. Drivers sometimes also do strange things when backing up, or vehicles may be vandalized. Whatever the cause, you need a policy to guide your next step to keep your fleet functional, and how much downtime you can afford if major repairs are undertaken. You are also advised to have management support for how many backup vehicles you have parked against the fence to fill in for trucks undergoing repair, for seasonal needs, or simply to handle a projected increase in business activity.

Buy vs. Lease Considerations

Leasing has generally been used to fund passenger cars rather than trucks. Perhaps the biggest reason for this lies in the salability of used units returned. Passenger car users buy standard vehicles, use them for about three years, and replace with more standard vehicles. Cars used only for transporting people are in demand as used cars.

Although used personally-owned light-duty trucks generally command high resale values at auctions, used fleet light-duty trucks with a lot of specialized equipment do not have a wide market. Fleet trucks therefore are used by their lessee or company owner for somewhat longer periods than are typical fleet passenger cars. In the past, cargo vans, pickups, and other Class 1-5 trucks used by businesses generally were owned, but the percentage that are leased has grown considerably over the past 10 years. A strong attraction of leasing is that it frees user capital for use in other areas of the business. Of course, there is a cost associated with leasing, but there is an advantage to expand and contract fleets without having to go to capital markets, or to tap into your firm's cash flow earnings. There are many ways to write a lease: length of the contract, full-service or financing only, open- or closed-ended are but a few of the options available. Just be sure that if you need to add a lot of special equipment, the lessor is agreeable to accommodating your needs.

Some fleets prefer to own a core group of trucks, and provide for seasonal peaks by renting additional units as needed. This has its advantages for retailers making deliveries in the Christmas season, but is offset to some degree by absence of retailer identification on rental trucks. AF

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USED-CAR PRICES

The following are average used-car prices for the period ending September 10,1991. Prices are based on wholesale activity at major dealers across the country. They are divided into three zones as indicated on the accompanying map. These averages are calculated electronically. They are based on clean cars only. Proper allowance should be made for upgrading sharp cars and proper deduction taken for fair cars. Automatic transmissions have been included in the averages of all models. This information is published in *Automotive Fleet* by special permission of *Automotive Market Report*.

Model	AVERAGE AUCTION PRICE Zone 1	Zone 2	Zone 3
89 BUICK SKYHAWK			
Coupe	5,623	5,678	5,506
Sedan	5,700	5,758	5,586
88 BUICK SKYHAWK			
Coupe	4,557	4,606	4,466
Sedan	4,622	4,668	4,530
90 BUICK SKYLARK			
Cust Sedan	7,748	7,824	7,594
89 BUICK SKYLARK			
Cust Sedan	6,543	6,609	6,414
90 BUICK CENTURY			
Cust Sedan	8,394	8,477	8,224
89 BUICK CENTURY			
Cust Sedan	6,526	6,592	6,396
90 BUICK LESABRE			
Cust Sedan	10,721	10,830	10,509
89 BUICK LESABRE			
Cust Sedan	8,327	8,409	8,157
90 CADILLAC DEVILLE			
Coupe	17,422	17,595	17,074
Sedan	17,598	17,776	17,247
89 CADILLAC DEVILLE			
Coupe	14,543	14,688	14,255
Sedan	14,703	14,852	14,410
90 CADILLAC SEVILLE			
Sedan	18,010	18,190	17,649
89 CADILLAC SEVILLE			
Sedan	14,806	14,954	14,509
90 CHEVY BERETTA			
Coupe	7,814	7,893	7,658
89 CHEVY BERETTA			
Coupe	6,568	6,635	6,436
90 CHEVY CORSICA			
Hatchback 5 Dr.	7,516	7,594	7,369
89 CHEVY CORSICA			
Hatchback 4 Dr	6,171	6,234	6,048
90 CHEVY CAVALIER			
Sedan	6,270	6,336	6,147
89 CHEVY CAVALIER			
Sedan	5,146	5,197	5,044
89 CHEVY CELEBRITY			
Sedan	5,904	5,964	5,784
88 CHEVY CELEBRITY			
Sedan	4,703	4,751	4,610
90 CHEVY CAPRICE			
Sedan	8,451	8,536	8,283
89 CHEVY CAPRICE			
Sedan	6,631	6,699	6,497
90 CHRYSLER LE BARON			
Sedan	9,431	9,525	9,244
89 CHRYSLER LE BARON			
Highline Sedan	6,322	6,384	6,191
90 CHRYSLER NEW YORKER			
Salon Sedan	11,198	11,311	10,976
89 CHRYSLER NEW YORKER			
Sedan	9,516	9,608	9,325
89 CHRYSLER FIFTH AVENUE			
Sedan	9,655	9,746	9,457
88 CHRYSLER FIFTH AVENUE			
Sedan	7,513	7,588	7,363
89 DODGE ARIES AMERICA			
Sedan	4,706	4,752	4,609
88 DODGE ARIES AMERICA			
Sedan	3,695	3,732	3,622
90 DODGE SHADOW			
Liftbk 5 Dr	6,410	6,476	6,285
89 DODGE SHADOW			
Liftbk 5 Dr	5,299	5,349	5,195
90 DODGE DYNASTY			
Sedan	8,641	8,728	8,469

Model	AVERAGE AUCTION PRICE Zone 1	Zone 2	Zone 3
90 FORD ESCORT			
Htchbk 4 Dr LX	5,570	5,626	5,457
89 FORD ESCORT			
Htchbk 4 Dr LX	4,444	4,486	4,355
90 FORD MUSTANG			
LX-4 Coupe	7,411	7,486	7,264
90 FORD TEMPO			
GL Sedan 4 Dr	6,554	6,621	6,421
89 FORD TEMPO			
GL Sedan 4 Dr	5,249	5,302	5,143
90 FORD TAURUS			
GL Sedan 4 Dr	9,040	9,131	8,860
89 FORD TAURUS			
GL Sedan 4 Dr	6,852	6,921	6,711
90 FORD CROWN VICTORIA			
Sedan	10,576	10,682	10,364
89 FORD CROWN VICTORIA			
Sedan	8,638	8,770	8,511
90 THUNDERBIRD			
Coupe	9,487	9,581	9,297
89 THUNDERBIRD			
Coupe	8,006	8,087	7,847
90 LINCOLN			
Town Car Sedan	17,803	17,979	17,448
Mark VII LSC Coupe	16,921	17,090	16,582
Continental Sedan	16,379	16,543	16,050
89 LINCOLN			
Town Car Sedan	13,202	13,337	12,939
Mark VII LSC Coupe	14,159	14,301	13,878
Continental Sedan	14,093	14,234	13,811
90 MAZDA 626			
LX Sedan 4 Dr	10,198	10,300	10,097
90 MERCURY COUGAR			
LS Coupe	10,183	10,282	9,975
89 MERCURY COUGAR			
LS Coupe	8,625	8,710	8,452
90 MERCURY TOPAZ			
GS Sedan 4 Dr	6,712	6,782	6,582
89 MERCURY TOPAZ			
GS Sedan 4 Dr	5,390	5,444	5,282
90 MERCURY SABLE			
GS Sedan 4 Dr	9,136	9,225	8,951
89 MERCURY SABLE			
GS Sedan 4 Dr	6,905	6,974	6,765
90 MERCURY GRAND MARQUIS			
GS Sedan	11,024	11,135	10,806
89 MERCURY GRAND MARQUIS			
GS Sedan	9,194	9,288	9,011
90 MITSUBISHI MIRAGE			
Sedan 4 Dr	6,209	6,270	6,147
89 MITSUBISHI MIRAGE			
Sedan	4,696	4,743	4,651
90 NISSAN MAXIMA			
SE Sedan	14,520	14,666	14,372
89 NISSAN MAXIMA			
SE Sedan	12,216	12,338	12,092
90 NISSAN SENTRA			
Sedan 2 Dr	5,548	5,603	5,491
89 NISSAN SENTRA			
Sedan 2 Dr	4,262	4,303	4,218
90 NISSAN STANZA			
XE Sedan	9,153	9,243	9,061
89 NISSAN STANZA			
E Nec 4 Dr	7,222	7,293	7,148
90 OLDS CIERA			
S Coupe	8,460	8,545	8,290
Sedan	8,103	8,186	7,942
89 OLDS CIERA			
Coupe	6,453	6,519	6,325
Sedan	6,526	6,592	6,396

Model	AVERAGE AUCTION PRICE Zone 1	Zone 2	Zone 3
90 OLDS CALAIS			
Sedan	6,886	6,955	6,750
89 OLDS CALAIS			
Sedan	5,998	6,058	5,878
90 OLDS CUTLASS SUPREME			
Coupe	9,305	9,397	9,118
89 OLDS CUTLASS SUPREME			
Coupe	7,484	7,562	7,337
90 OLDS 98 REGENCY			
Sedan	13,462	13,599	13,194
89 OLDS 98 REGENCY			
Sedan	10,356	10,460	10,146
89 PLYMOUTH RELIANT			
Sedan	4,681	4,729	4,590
88 PLYMOUTH RELIANT			
Sedan	3,695	3,731	3,624
90 PLYMOUTH SUNDANCE			
Liftbk 4 Dr	6,392	6,456	6,267
89 PLYMOUTH SUNDANCE			
Liftbk 4 Dr	5,299	5,349	5,195
89 PLYMOUTH GRAN FURY			
Salon Sedan	4,859	4,909	4,764
88 PLYMOUTH GRAN FURY			
Salon Sedan	3,837	3,875	3,765
90 ACCLAIM			
Sedan	7,278	7,351	7,133
90 PONTIAC SUNBIRD			
LE Sedan	6,600	6,664	6,465
SE Coupe	6,818	6,887	6,680
89 PONTIAC SUNBIRD			
LE Sedan	5,503	5,558	5,392
SE Coupe	5,651	5,708	5,539
90 PONTIAC 6000			
LE Sedan	8,275	8,360	8,108
89 PONTIAC 6000			
Sedan	6,131	6,189	6,008
90 PONTIAC GRAND AM			
LE Sedan	7,765	7,843	7,610
89 PONTIAC GRAND AM			
Sedan	6,477	6,543	6,349
90 PONTIAC BONNEVILLE			
LE Sedan	10,767	10,876	10,554
89 PONTIAC BONNEVILLE			
LE Sedan	8,264	8,346	8,101
90 PONTIAC GRAND PRIX			
Coupe	9,450	9,543	9,258
89 PONTIAC GRAND PRIX			
Coupe	7,584	7,660	7,431
90 SUBARU LEGACY			
Sedan 4Dr	8,428	8,509	8,341
90 TOYOTA CAMRY			
Sedan 4 Dr Deluxe	9,820	9,919	9,723
89 TOYOTA CAMRY			
Sedan 4 Dr Deluxe	8,105	8,185	8,025
90 TOYOTA COROLLA			
Sedan 4 Dr Deluxe	7,481	7,556	7,408
89 TOYOTA COROLLA			
Sedan 4 Dr Deluxe	6,300	6,362	6,236
90 TOYOTA CRESSIDA			
Lux Sedan	15,536	15,691	15,381
89 TOYOTA CRESSIDA			
Lux Sedan	12,898	13,028	12,769
90 VOLKSWAGEN JETTA			
Sedan 4 Dr	8,307	8,391	8,222
89 VOLKSWAGEN JETTA			
Sedan 4 Dr	6,856	6,925	6,787
90 VOLVO			
240 DL Sedan	12,942	13,072	12,815
89 VOLVO			
240 DL Sedan	10,896	11,005	10,787

PRODUCTS/SERVICES

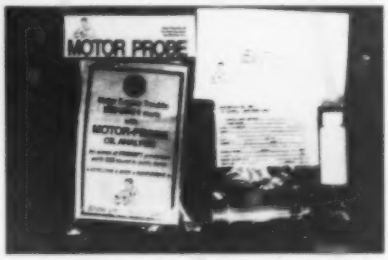
nical data, and testing information. *Beck/Arnley Worldparts Corp.*

Circle 210 on Inquiry Card

IN CONTROL WITH SAM POSEY is an instructional car-handling video distributed by *Road & Track Magazine*. The 65-minute VHS tape by In Control features Indy 500 veteran Sam Posey, who demonstrates how the techniques of a high-stress vehicle maneuver, the advantages of seatbelts, and how the steering and braking systems work together. *In Control.*

Circle 214 on Inquiry Card

OIL ANALYSIS by Motor Probe will identify oil breakdown, fuel and coolant leaks, and engine block problems. After drawing a sample of



oil from each vehicle, it will be evaluated on a computerized report which will include recommendations on corrective measures to be taken. With critical problems, an oil analysis expert will call or fax information to you immediately. *Motor Probe.*

Circle 211 on Inquiry Card

THE 712 PUMP SYSTEM is a compact pump and meter system with a liquid crystal display that mounts directly on an above ground storage tank. The 712, manufactured by Fill-Rite, is geared for commercial, government, rental fleets, and small businesses or sites where space and safety considerations require a top-mounted pump. *Fill-Rite.*

Circle 212 on Inquiry Card

FLEETMAX FLEET MAINTENANCE SOFTWARE includes a variety of computerized features such as a vehicle database, preventive maintenance schedules, scheduled and unscheduled work orders, fuel and oil consumption, parts inventory, and personnel records. Fleetmax has been updated to offer larger record sizes, a multi-user version, an improved user interface requiring fewer keystrokes, improved archiving, and an odometer table, among other enhancements. *Roger Creighton Associates.*

Circle 213 on Inquiry Card

CLASSIFIED

V.P., VEHICLE LEASING, SALES & MARKETING

Midsize vehicle fleet management and leasing company seeks person with vehicle leasing industry experience to manage all sales and marketing activities. Compensation open. Send complete resume with compensation history to: **President, Fleetmark, Inc. 6060 Poplar Ave., Suite 442, Memphis, TN 38119-3902.** No phone calls.

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GAS PRICES

UNLEADED GAS
Cost Per Gallon

City	Full-Serve	Self-Serve
Little Rock, AR	144.0¢	113.4¢
Pasadena, CA	147.9	105.6
Colorado Springs, CO	153.9	120.9
Orlando, FL	144.6	121.9
Atlanta, GA	140.0	102.2
Sioux City, IA	124.9	120.2
Emporia, KS	135.0	98.9
Baton Rouge, LA	157.6	115.7
Jackson, MI	161.5	108.4
Kansas City, MO	134.6	103.0
Santa Fe, NM	146.4	122.4
Harrisburg, PA	148.9	119.6
Knoxville, TN	145.9	113.9
Milwaukee, WI	145.7	114.2
Casper, WY	149.9	114.4

The average U.S. full-serve gasoline price for the month of September was 139.5 cents per gallon.
The average U.S. self-serve gasoline price for the month of September was 118.1 cents per gallon.
Survey conducted during the first five working days of September 1991.
Supplied by Runzheimer International, Runzheimer Park, Rochester, WI.